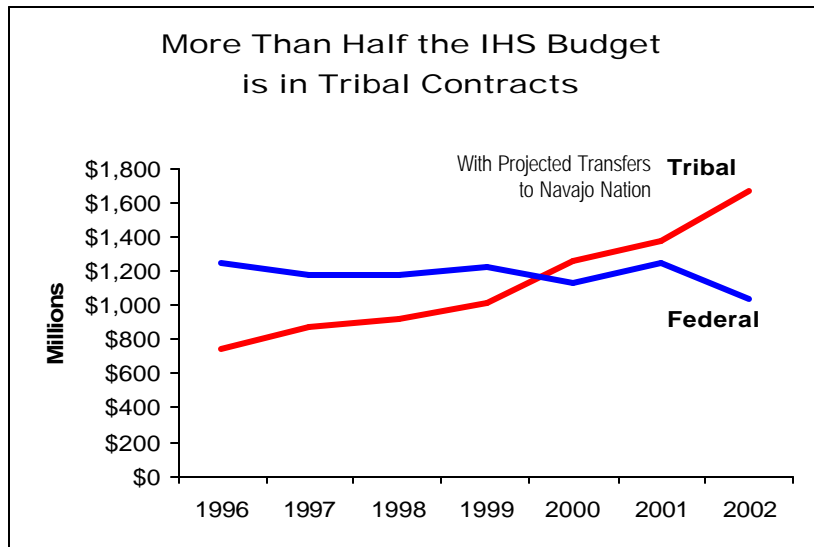


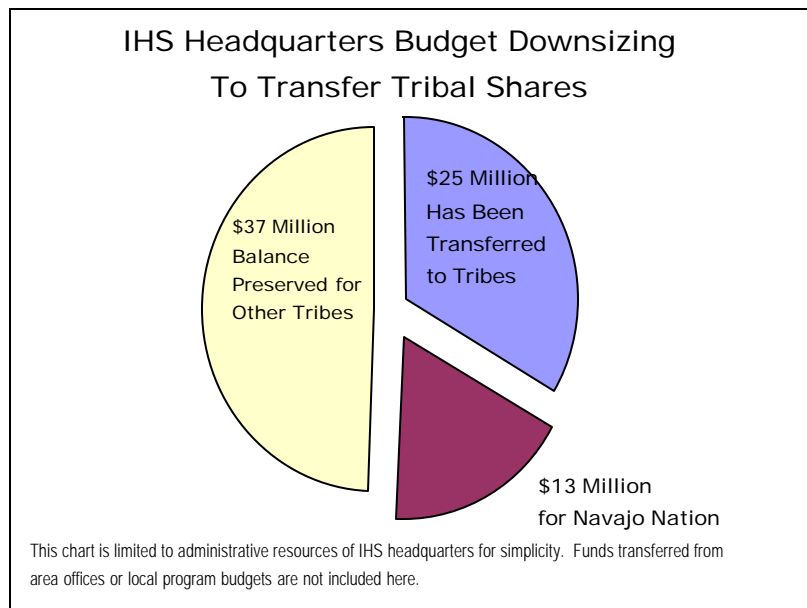
TRANSITIONS 2002

"Outsourcing" to tribes and IHS downsizing will continue

Transfer of functions and resources to tribes is the major determinant of IHS downsizing. Approximately $\frac{1}{2}$ of IHS appropriations is now in tribal contracts and compacts.



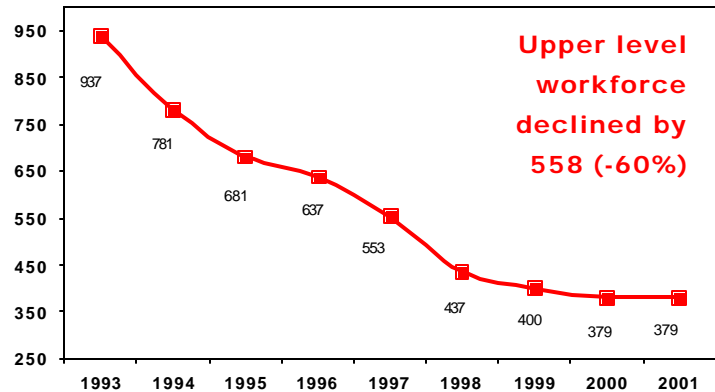
The pie chart shows the extent of resources transfers for IHS headquarters. IHS downsizing related to self-determination will continue during the next 5 years (see Navajo Nation projection). Because tribes get "shares" of IHS administrative ranks, additional growth in tribal contracts and compacts will dramatically affect the administrative workforce and solvency at Headquarters and in selected Area Offices.



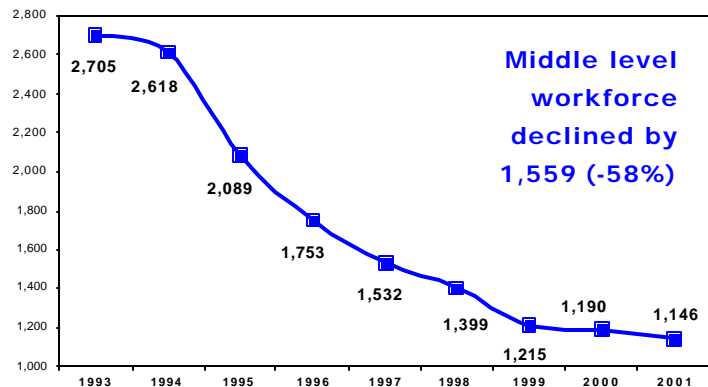


IHS has downsized administrative ranks and increased service FTE

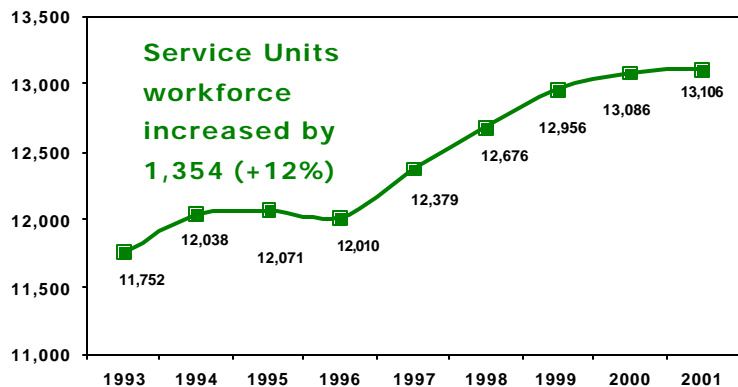
Downsizing of
Higher Level
Administrative
Ranks



Downsizing
of Mid-Level
Management
Ranks



Expanded Front
line Program
Services FTE



*IHS only. Does not
tribal workforce.

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graph TD; A[Eliminated] --> B[RETAINED]; B --> C[MOVED];
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